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**Troubled Hotels: The Workout**, by Glenn Withiam. A view of hotel bankruptcy as seen by the financial community. Pages 8–13.

**The Basics of Yield Management**, by Sheryl E. Kimes. This article addresses the issues operators should consider in determining whether yield management is right for their property. Pages 14–19.

**Guest-History Systems: Maximizing the Benefits**, by Tammy P. Bieber. Computerizing guest histories doesn't depersonalize your relationship with guests. It can contribute to enhanced performance in many areas, including reservations, marketing, and control. Pages 20–22.

**Making Quality Assurance Work for You**, by Todd Comen. This article shows managers how to develop and manage an effective QA program that uses employee problem-solving teams. Pages 23–29.

**Anatomy of a Turnaround: The Los Angeles Biltmore**, by L. K. Prevette and Joseph Giudice. The authors tell how the Biltmore has been transformed into a prosperous operation thanks to dedicated owners, understanding lenders, and skillful operators. Pages 30–35.

**Analyzing Condominium Returns**, by David M. Disick and Malcolm A. Noden. Although the investment structure discussed in this article cannot be used in all condominium-hotel projects, those investors who can use it could see positive tax consequences. The authors present some sample financial calculations for hotel-condominium investment structure. Pages 36–39.

**Hospitality Marketing: The Internal Approach**, by Robert C. Lewis. Your employees will treat your customers well if you first treat your employees well. Here's how to use "internal marketing." Pages 40–45.

**The Strange Death and Energetic Rebirth of the Tarrytown Hilton Inn**, by Glenn Withiam. A public announcement that the Tarrytown Hilton might be converted to another purpose threw its business into disarray for more than a year. Here's how the hotel's management battled back from this untimely publicity. Pages 46–47.

**Internal Merchandising: Creating Revenue Opportunities**, by Carl K. Link. Opportunities to fill more rooms, maximize profit through upselling, and boost revenue in profit centers abound for the hospitality operator who knows where to look. In this article, the author describes a range of internal merchandising strategies. Pages 48–57.

**Manager Burnout**, by Christopher Krone, Mary Tabacchi, and Bonnie Farber. A study of 532 hotel food-service managers showed that "burn 'em and turn 'em" is still with us in many cases. The authors of this article described the job elements that contribute to burnout and suggest some ways to keep talented managers on the job. Pages 58–63.

**China's Hotels: Still Playing Catch-Up**, by David Cook. The author discusses China's brief history of hotel development and presents his observations of the travel and highway network in China today. Pages 64–67.

**China's Need for Tourism Development**, by Jay R. Schrock, Charlie R. Adams, and Jiayi Lung. The author shows how increased education and training are necessary to bring service at China's hotels to standards acceptable to foreign tourists. Pages 68–71.

**Going Global**, by Frank Go and Julia Christensen. International franchising has boosted revenues for companies willing to tackle the challenge. Here are the factors to consider in the decision to go global. Pages 72–79.

**Small Hotels in Britain: Investment and Survival**, by Alan Hankinson. A study of 30 small hotels in East Hampshire, England, found that their proprietors were concerned more with survival than growth. Pages 80–82.

**Restaurant Leases: Like Money in the Bank**, by Tucker W. "Bill" Main. The provisions of your restaurant lease can create a cooperative partnership between you and your landlord or cause innumerable headaches. Here's how to negotiate a lease you (and your successor) can live with. Pages 83–89.

**Using Positive Pygmalion to Build Your Work Force**, by Barbara Whittaker Shimko. Some restaurant workers fail simply because they don't know how to behave in a work environment—even when they can perform the job. In this article, the author describes a program created in restaurants in Philadelphia that could help you ease your labor shortage. Pages 90–94.

**What Industry Needs from Academe**, by John J. Hogan. When Tennessee State University developed a hospitality-education program, it started from the beginning by asking the question, What does the industry want? Here are some of the answers. Pages 96–99.

## February 1990 (Volume 30, No. 4)

**The Marriott Divestment: Leaving the Past Behind**, by Christopher Muller. Marriott Corporation's decision to sell its restaurant and fast-food operations presents almost a textbook case of market analysis according to Michael Porter. Pages 7–13.

**Restaurant Supervisors: Don't Discount the Disabled**, by Sylvia K. Stokes. Restaurant managers often overlook a solid staffing source—non-traditional employees like the one described in this article. Pages 14–17.

**Standards in Food-Service Purchasing**, by Carl D. Riegel and R. Dan Reid. This article reports on a study by the authors in which they investigated the purchasing practices of 61 multi-unit food-service firms. Pages 18–25.

**The U.S. Travel Industry: Where We're Going**, by Somerset R. Waters. The future looks bright for the travel industry, in spite of what many economists predict. This article tells how well the industry is doing, and how it could do even better. Pages 26–33.

**Strategies for Managing Transient Rates**, by Eric B. Orkin. Yield-oriented transient-rate management can help hotel owners achieve their profit objectives. In this article, the author shows how to create pricing conditions that separate your market segments into appropriate price classes. Pages 34–39.

**In Defense of Call Reports**, by James C. Makers. Many managers have abandoned the use of call reports, but they can be a powerful sales tool when skillfully wielded. The author explains how to use call reports. Pages 40–42.

**Georg Rafael: Second Time Around**, by Al Glanzberg. Rafael believes the single magical ingredient that makes or breaks a hotel is finding a general manager with a passion for the industry. Pages 43–45.

**Spas: Redefining the Market**, by Timothy J. Stein, Chekitan S. Dev, and Mary H. Tabacchi. In this article, the authors analyze the U.S. spa industry, examining five forces that affect this segment of the hospitality industry. Pages 46–52.

**Hiring for a Spa: Building a Team with Group Interviews**, by Louis A. Birenbaum. When King Ranch started hiring employees, it turned to an unusual group-interview format. In this article, the author describes how he used group interviews to screen candidates for 250 positions at King Ranch. Pages 53–56.

**The Q.A. Payoff**, by John R. Walker and Tamer Salameh. This study documents the rewards of quality assurance and shows that the return is worth the initial investment. Pages 57–59.

**Hotel Reservations: The Guest Contract**, by Jon P. McConnell and Denney G. Rutherford.

**Restaurant No-Shows: Can You Take Them to Court?**, by Jon P. McConnell. These articles address the contractual nature of the relationship between a guest and a restaurant or hotel operator. Pages 60–67.

**The Holding Decision: Condominiums as Securities**, by David M. Disick and Malcolm A. Noden. Analysis of a recent court ruling shows that resort condominiums should be registered and offered as securities. Pages 68–71.

**Making the Match: The Franchise Business**, by Shelley Piedmont and Donald E. Whitehead. Both franchisors and potential franchisees have the same interest—namely, to match each other's needs and operate a successful business. This excerpt from a data base in progress shows what that source will provide. Pages 72–77.

**ESOPs: Putting Ownership in Employees' Hands**, by Raymond S. Schmidgall and Christian Bechtel. In this article, the authors discuss how to establish a leveraged ESOP, examine the tax advantages of ESOPs, and consider benefits, drawbacks, and effectiveness of ESOPs. Pages 78–83.

**Sexual Harassment: Prevention, Not Protection**, by Martha E. Eller. The hotel industry is fraught with sexual harassment, according to a recent study. Considering the human costs, managers must replace their focus on lawsuits with one of preventing occurrences. This article places responsibility for negative sexual behavior firmly on management. Pages 84–89.

**Job Satisfaction: What's Happening to the Young Managers?**, by David V. Pavescic and Robert A. Brymer. In this article, the authors discuss research that shows the concept of the traditional career path has become inconsistent with the living habits of many junior executives, managers, and front-line supervisors. Pages 90–96.